

Memorandum for, Leaders of Logistics Task Force 28 (LTF 28); includes Fwd/Rear elements

Subject: **Philosophy**

1. As a leader in LTF 28 I feel it is important that you understand my philosophy. As Soldiers serving together in the EN TEMPS Battalion, it is paramount that we set and adhere to high standards of professionalism throughout our task force. The Soldiers in our LTF and our brothers in arms in the battlespace deserve the very best from us and we must be ready and relevant at all times to ensure we sustain the right capabilities to provide whatever support is required – as symbolized by our unit crest – with “Strength and Vigilance, as Masters over Time, On Time.” To do this we must be able to function cohesively as a team. By working together and adhering to prescribed standards we can provide responsive, tailored, adaptive support throughout the Iraqi theater of operations and battlespace. Combat operations today embody a “plug and play” environment. To be effective in this context we must attack our mission with a task force mentality that leverages all the unique skill sets aligned to our organization and can anticipate and adapt to changing conditions. Our ability to achieve mission accomplishment on all fronts, rests on our ability to abide by certain principles of excellence. To do this, we must agree to meet, and exceed, certain standards on a daily basis. These standards are what I call the 12 principles of excellence (*in no particular order*) and must be **balanced** consistently by all of us, in order for us to achieve our objectives/goals and attain success.

2. The **principles of excellence** are:

1. **Discipline:** In order to be effective we must do the “routine things routinely well”. Strict discipline is omnipotent and encompasses our entire livelihood as a soldier. In training or in your personal life, in character and judgment, on duty or off, we represent our Battalion and the US Army, thus we must always conduct ourselves in a professional manner. Being a Soldier is a profession, just like a Doctor is a medical profession. Therefore, be a professional, be proud, be loyal, and when in doubt “do the right thing”. “Standards lead to habits, habits lead to discipline, and with discipline all things are possible”...

2. **Training:** We will make it a point to train as we fight! Though mission is a priority, tough, realistic training will always be our forte’ and is the key ingredient towards taking care of soldiers. By forcing ourselves to train to standard and accept nothing less we enhance the proficiency and livelihood of our Soldiers. I expect all leaders to set conditions and climate for this premise. We must emphasize training, yet understand we must maintain a balance between missions and training to standard. Staying nested and proficient in the fundamentals will keep our Soldiers alive and make us a force to be reckoned with in the battlespace. Leaders at all levels are the gatekeepers for ensuring we stay synchronized so that both mission and training standards are achieved. We must know our requirements and what it takes to achieve the standard. It is up to us as leaders to facilitate the process so all units within this command can achieve

standards in both areas, transparent to the warfight. The end result is confidence in individuals, leaders, and the unit as a whole. We will abide by the “Warrior Ethos” at all times, with the foundation that every soldier is a rifleman first. We will make a conscious effort to employ a “train the trainer” philosophy, to ensure leaders in our Battalion have the capability to develop into competent, proficient, and articulate – communicators, executors, and teachers...that Soldiers respect and trust.

3. **Maintaining:** This involves the maintenance and PMCS of our equipment, and supply accountability. By taking care of what belongs to our LTF, our equipment will take care of us. We must take pride in all equipment assigned to our LTF and display a genuine concern for its ownership and responsibility. So let's care for, and secure, our property because it's all we have - this is everyone's responsibility! Without maintenance excellence and supply discipline we will lose readiness and relevance in a hurry. This cannot happen. This also translates into office equipment, tentage, computers, printers, communication equipment, general office appearance and anything else we need to do our job thoroughly and effectively. Our equipment must be maintained at a high state of readiness at all times.

4. **Teamwork:** T.E.A.M. = Together Everyone Achieves More...Our LTF is a team of Soldiers working towards a common goal = supporting our Soldiers and the warfight. By working together we can achieve uncommon results and everyone benefits... The mindset that no one benefits at another's expense must permeate all soldiers and leaders across this Battalion. In order to be the best we must work in unison. Not one soldier in our LTF is more important than the other...we must work as one cohesive unit in our quest for excellence. Espirit de Corps is not inherited, given, or a solo credential, rather, it is the combination of pride and confidence in the beliefs of the team. This kind of attitude is contagious...

5. **Family:** We are not just a LTF we are family. We all must care about each other. I care about you and your families. Strong, stable families are the key ingredient and backbone to a stable, effective work environment and our combat readiness. I encourage your family's to get involved, participate in unit FRGs and events on the homefront, and be active, positive forces throughout our communities'...families are part of our team!

6. **Don't lie, tell the truth:** I am here to support you. However, in order to support each other and get the mission accomplished we must establish a common bond of trust. Thus, do not lie! Always tell the truth! I will strive to make myself accessible and I charge you to never sit on bad news. Let's get it out in the open so we can fix it. However, we must also strive to learn from our mistakes, and try to never make the same mistake twice. My door is always open.

7. **The Basics:** The foundation from where excellence will always begin, and from where we will build and expand. We will get back to basics, in terms of how our LTF should function, train, and be maintained on a daily basis. I plan to keep things

simple; but be strict, professional and fair. When in doubt, always go back to the basics...and restart.

8. **Communication:** This must occur throughout our LTF at all times. Always think = WHO ELSE NEEDS TO KNOW! Our constant objective must be to “**Empower our Soldiers and Families with Information**”. Not just in our units or sections, but across Battalion. Communication must be fluid and precise throughout the chain of command. By ensuring this happens, it will enable us to do the routine things routinely well. A well-informed Battalion can accomplish any task. It also affords Soldiers across the battalion to step in and perform other tasks, or have answers, in the place of another - when called upon to do so. The end result is mission accomplishment. We want to work hard to eliminate unknowns, avoid surprises, and give clear, precise guidance to all units within our LTF.

9. **Safety:** I take personal responsibility for ensuring safety in our LTF, and I expect Soldiers and leaders in our LTF to take responsibility for instilling an attitude of safety conscious troopers on-the-road, pulling missions or training. Safety is, and always will be a combat multiplier. There is no excuse for loss of life, or avoidable injury in or outside of combat. We must make a conscious effort to safeguard the lives of our LTF. Sound discipline and good judgment must reign in our thoughts, so we can win the battle against complacency. Remember when in doubt, “do the right thing”. As we conduct our warfighting running risk assessments must be part of our troop leading procedures.

10. **Mission Support:** We will maintain a “Support First, Argue Later” attitude with regard to missions and taskings. As we go about our business of supporting the warfight we must always convey a proper attitude and warrior spirit, since our actions will reflect directly on our LTF as a whole. In most cases, how we provide and execute efficient, effective support is the first and lasting impression of our LTF so we must be consistent in our effectiveness. Thus, we must always maintain our military bearing in the face of adversity, be proficient, professional, tactful, mission-oriented/focused, and see each task through to completion. In the end, our ability to provide EN TEMPS support will be how we are judged as a unit. Remember - be proactive versus reactive with regard to support...we must be able to forecast well and anticipate requirements/missions/events in advance. This helps us internally and allows us to provide better support as well. Remember, leaders must be vigilant as the gatekeepers for balancing mission and training in order to fulfill our obligations/charter in support of the Battalion’s mission and for the good of all Soldiers throughout our LTF. You need to understand and accept the fact that mission requirements will not always be timely, or clear-cut. When this occurs, remember this = “in the absence of requirements- think - how do we build capability to continue supporting the warfight.”

11. **Leadership:** Be steadfast and true, and exude the Warrior Ethos! I expect all leaders to set this example and lead from the front. Officers will set standards, provide vision and guidance, and make their presence known, while our Non-commissioned Officers will be the standard bearers, enforcing standards and discipline across the battalion and executing daily operations. Together we will remain on azimuth

with our primary focus to accomplish the mission and keep Soldiers alive. Our method is to balance mission and training in the process. Make rehearse – execute – review our mindset in this process, so we can adapt and make adjustments seamlessly as we fight. Soldiers will look to us for leadership and we must provide it. We must set the right battle rhythm upfront. We must keep our lines of communication open and lead by example. We must work to institutionalize systems that work. We must work to establish continuity and make ourselves dispensable in our duties. We can do this by setting the standard and habitually doing the routine things routinely well. By doing this, we can adjust properly to change (*which will be the order of the day*), and maintain the discipline to stay the course in our daily mission, responsibilities, and focus. Once again, be proactive versus reactive...and remember, when in doubt, the hard way is the right way to go. The Warrior Ethos and Army Values are your guideposts to success – stay with the uprights!

12. **Have fun!** By all means! We can work hard and have fun too. I want that type of atmosphere in our LTF. Therefore, relish the challenges and the opportunity to serve your country with honor and integrity. You get out of it, what you put into it. So have a good attitude, relish the challenge and be all you can be...for yourself, our team, and your family. Be proud!

OUR CHARTER: Is to conduct combat operations in a highly professional, synchronized manner, producing trained and ready Soldiers and units, who provide EN TEMPS support safely, efficiently, and effectively to all units in the joint fight...and return home with your honor and integrity intact.

OUR CLIMATE: Is to harvest mutually supportive commander and staff relationships (higher HQs too); not command versus staff!!!! Instituting common bonds of trust and respect between leaders and Soldiers across the LTF and empowering people to perform and grow within our established bands of excellence. We must work together and be user friendly...

*** When all is said and done, our legacy will be founded on what we did to improve our foxhole, while writing a new chapter in all our lineages and history that will stand for the ages. To do this we must maintain a positive attitude and share ideas. If you can leave your current duty and turn it over to the next person taking your place, knowing that you have left your job in better shape than it was when you got there...not only have you done well, but you have laid the foundation for the future, by setting those that follow - up for success. This is essential for sustaining the EN TEMPS tradition and spirit!!!
Now lets get out there and...

MAKE A DIFFERENCE!!!

Our future depends on what you do now...

EN TEMPS!!!
(Strength & Vigilance)

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STEPHEN E. FARMEN
LTC, TC
Commanding